



LOS ANGELES COUNTY
**DEPARTMENT OF
MENTAL HEALTH**
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Office of Administrative Operations – Quality Improvement Division
Customer Service Workshop for Legal Entities
Summary Report

November 2019

Introduction

The Los Angeles County Department of Mental Health (LACDMH) received feedback from consumers receiving services in outpatient and specialized programs, across all age groups and Service Areas (SA), indicating a need for improvements in front office staff customer service. A six-item Front Office Customer Service (FOCS) survey was administered to consumers receiving mental health services in adult programs at 35 Directly Operated (DO) clinics during February 2018.

Data reflected that although consumer satisfaction was initially high, with the exception of flexibility in appointment arrival times and helpfulness, front office staff would benefit from improved knowledge and skills related to interacting with consumers and psychoeducation focused on understanding mental health symptoms. To address the need, a non-clinical Performance Improvement Project (PIP) titled, “The Impact of Training and Psychoeducation to Front Office Staff on Consumer Satisfaction with Front Office Customer Service” was developed to improve customer service skills of front office staff and positively affect consumer satisfaction. The PIP introduced the Client Experience Workshop, a training that was launched for DO front office staff, in June 2018. The PIP concluded in September 2018; however, due to positive feedback received from consumers and providers following the non-clinical FOCS PIP-related trainings, the training was expanded to Legal Entity (LE)/Contracted providers.

In March 2018, a Customer Service Workshop for LEs was launched as an extension of the FOCS PIP. The purpose of this report is to review information gathered from evaluation forms completed by workshop participants, at the close of their trainings.

Customer Service Workshop for Legal Entities

The Customer Service Workshop for LE providers (refer to ***Attachment 1 Achieving Excellent Customer Service***) focused on creating a reliable and successful environment, for both front office staff and consumers, by addressing the following competencies.

- Understand the difference between individual customer service versus system customer service and discuss a plan to improve both

- Develop an organizational culture that supports the consistent delivery of quality services to our culturally and linguistically diverse consumers
- Review the intentional service standards and processes that serve to raise the level of consumer satisfaction
- Understand the true needs and expectations of the consumer
- How to serve unhappy and challenging consumers effectively
- Discover skills to improve the perceptions and expectations of consumers

This workshop differed from the PIP workshop in that the training was general. The material emphasized providing quality service as a component of LACDMH and the providers' shared mission to serve individuals and families struggling with mental health symptoms.

Three workshops were offered and completed on March 18, 2019, April 22, 2019, and June 17, 2019. The April and June workshops were video recorded and made available for online viewing. The recording can be viewed via the following link: http://lacountymediahost.granicus.com/MediaPlayer.php?clip_id=7564

After the April and June 2019 workshops, the in-person participants were instructed to complete a post-training evaluation form (refer to **Attachment 2 Customer Service Workshop for Legal Entities Post Training Evaluation**). The evaluation form gathered demographic information and included the following six items pertaining to trainee satisfaction:

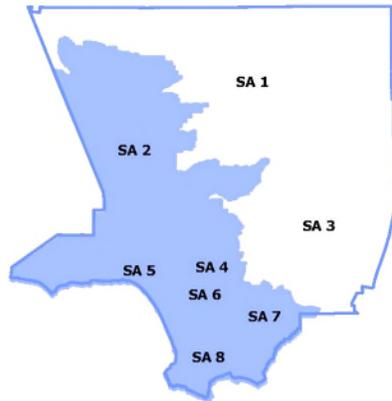
- 1) "I understand the concept of customer service and the Department of Mental Health's expectations"
- 2) "I am familiar with key customer service satisfaction standards"
- 3) "I am better equipped with strategies for excellent customer service"
- 4) "I am prepared to provide excellent customer service for clients enrolled in or seeking mental health treatment at my agency"
- 5) "The content of the training is applicable to my current role and responsibilities"
- 6) "I would recommend this training to my colleagues"

The survey items were endorsed using a five-point Likert scale (*Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree*). The items touched on trainee perceived knowledge, applicability, competence, and general satisfaction. Participants were also able to provide open-ended feedback regarding the training's strengths and areas of improvement.

Customer Service Workshop for Legal Entity (LE) Post-Training Findings

The data collected from the completed Customer Service Workshop for LEs post-training evaluation forms is located below. The descriptors reflect data from the training evaluation completed by Customer Service Workshop participants on April 22, 2019 and June 17, 2019.

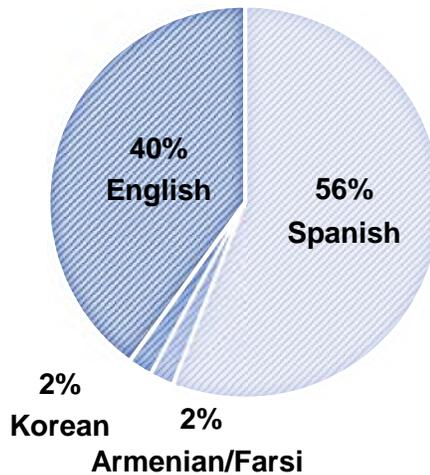
FIGURE 1: SERVICE AREAS REPRESENTED



Data source: Customer Service Workshop for LEs, April and June 2019.

Figure 1 shows participants who attended from six of the eight Service Areas (SA). Eleven participants viewed the April 2019 training through Skype and did not complete a post-training evaluation form.

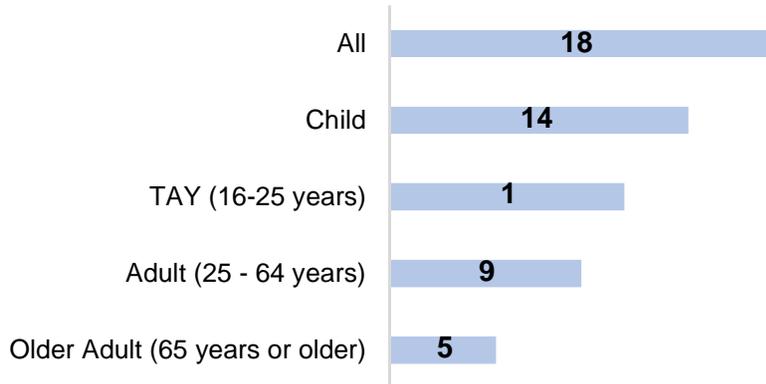
FIGURE 2: LANGUAGES SPOKEN



Data source: Customer Service Workshop for LEs, April and June 2019.

Figure 2 describes the languages spoken by training participants. Spanish was the highest at 56% (N=25). The lowest percent of languages spoken was 2% for Korean (N=1) and Armenian/Farsi (N=1).

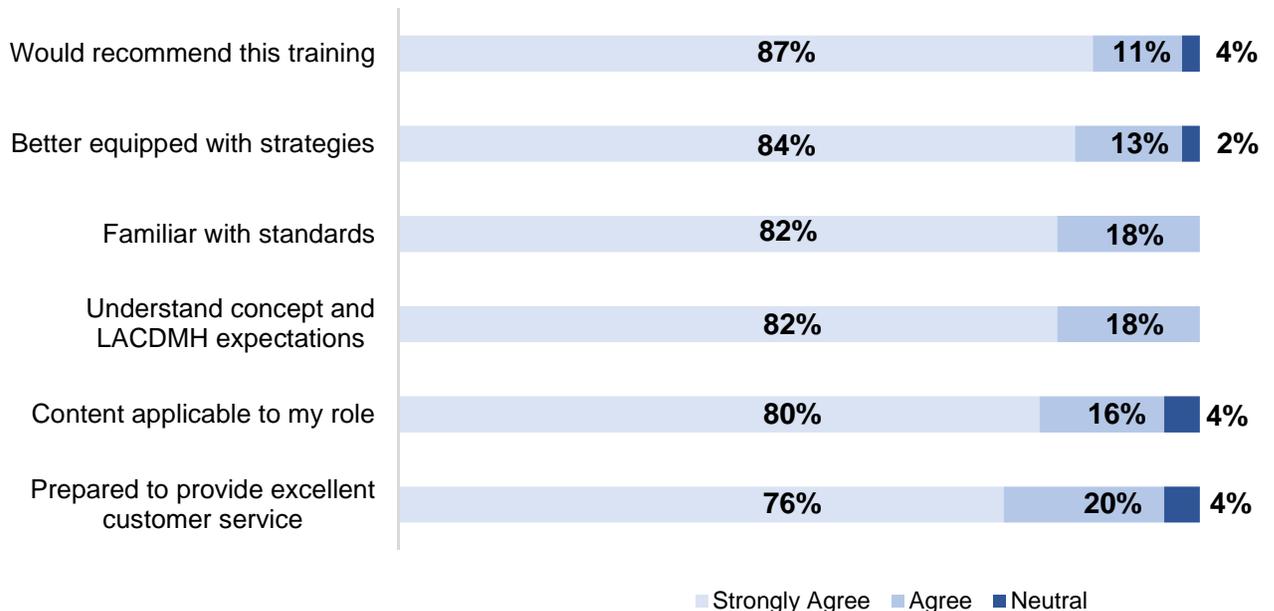
FIGURE 3: AGE GROUPS SERVED



Data source: Customer Service Workshop for LEs, April and June 2019.

Figure 3 shows the age groups for which the participants are providing services. At 32% (N=18), the majority of participants provided front office service to consumers from all age groups. Participants providing services to older adults were the smallest group at 9% (N=5).

FIGURE 4: RESPONSES BY SURVEY ITEM

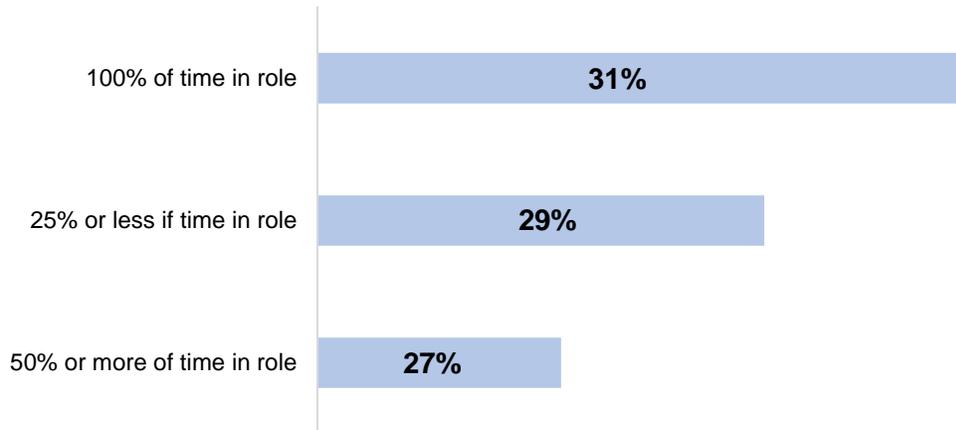


Data source: Customer Service Workshop for LEs, April and June 2019.

Figure 4 displays the percent of workshop participants' item responses following the April and June 2019 trainings. Ninety-eight percent (N=44) of participants would recommend this training (Strongly Agree/Agree). After the training, 100% (N=45; Strongly Agree/Agree) of participants understood the concept and LACDMH

expectations of customer service at. Ninety-seven percent (N=44; Strongly Agree/Agree) of participants felt better equipped with strategies to improve. Ninety-six percent of participants (N=43; Strongly Agree/Agree) felt prepared to provide excellent customer service.

FIGURE 5: PERCENT OF CUSTOMER SERVICE WORKSHOP PARTICIPANTS BY TIME IN DIRECT CONTACT WITH CONSUMERS



Data source: Customer Service Workshop for LEs, April and June 2019.

Figure 5 describes the percent of time spent in direct contact with consumers by the Customer Service Workshop participants. Thirty-one percent (N=14) of participants reported engaging with consumers 100% of the time in their role allowing them multiple opportunities to apply the training strategies. The lowest percent was 27% (N=12) who reported engaging with consumers 50% or more of the time in their role.

Customer Service Workshop for Legal Entities (LE) Participant Feedback

Figure 6 displays comments received from the Customer Service Workshop for LE participants highlighting the strengths and suggestions for improvement in the trainings.

FIGURE 6: STRENGTHS AND SUGGESTIONS FOR IMPROVEMENT

Strengths

“This training....”brings you back to the why and encourages introspection and self-evaluation”

“I feel this will be a great training for my agency to help remind everyone that attitude is key and most important.”

“The tips that were provided were useful and the personal experience and anecdotes made this training great! Very motivational.”

“The skills I can take with me about body language and learning to effectively listen!”

“The presenter herself was the most helpful component...I truly enjoyed that she embodied the topic herself. Great job and very expressive, genuine, and real.”

Suggestions for improvement

“Approaches to handling certain [mental health] situations, segues in conversation/transitioning from one topic/service to another”

“How to deal with difficult consumers, different tactics and skills”

“Maybe some role playing, like some hand[s] on interaction.”

“Providing literature with regard to EBP services”

Data source: Customer Service Workshop for LEs, April and June 2019.

Conclusion

The Customer Service Workshop for LEs was launched as an extension of the FOCS-focused non-clinical PIP to assist front office staff in providing quality service as a component of LACDMH and the providers' mission to serve individuals and families struggling with mental health symptoms. After completing the workshop, a majority of April and June 2019 training attendees reported feeling better equipped, more familiar with standards, had a better understanding of the concept of customer services and LACDMH standards, and were more prepared to provide excellent customer service. Participants felt the training was applicable to their roles and would recommend this training to others.

Recommendations:

- Front office staff would benefit from trainings related to customer service satisfaction
- Front office staff should review the Customer Service Workshop for LEs recording and training slides